Academy of Management Journal
Volume 16
Index

AUTHOR INDEX

ADIZES, ICHAK, and J. FRED WESTON. *Comparative Models of Social Responsibility.* 1:112

ALBANESE, ROBERT. *Criteria for Evaluating Authority Patterns.* 1:102

ALTIMUS, CYRUS A., JR., and RICHARD J. TERSINE. *Chronological Age and Job Satisfaction: The Young Blue Collar Worker.* 1:53

ATHANASSIADES, JOHN C. *The Distortion of Upward Communication in Hierarchical Organizations.* 2:207

BEATTY, RICHARD W. *Blacks as Supervisors: A Study of Training, Job Performance, and Employers' Expectations.* 2:196

BEHLING, ORLANDO, and FREDERICK A. STARKE. *The Postulates of Expectancy Theory.* 3:373

BERGER, PHILIP K., and JOHN M. IVANCEVICH. *Birth Order and Managerial Achievement.* 3:515

BIRD, MONROE M. *Gains and Losses from an Open Line Program as Perceived by By-Passed Managers: A Case Study.* 2:325

BIRD, MONROE M. *Major Problem Areas as Perceived by Presidents of Small Manufacturing Firms: A Case Study.* 3:510

BOWEN, DONALD D., and ROBERT F. BYRNE. *Relationships Among Role Accuracy, Compliance, Performance Evaluation, and Satisfaction Within Managerial Dyads: Comment.* 1:157

BOWIN, ROBERT B. *Attitude Change Toward a Theory of Managerial Motivation.* 4:686

BRENNER, MARSHALL H., and NORMAN B. SIGBAND. *Organizational Communication —An Analysis Based on Empirical Data.* 2:323

BURROUGHS, WAYNE A., JACK B. ROLLINS, and JOHN J. HOPKINS. *The Effect of Age, Departmental Experience and Prior Rater Experience on Performance in Assessment Center Exercises.* 2:335

BUTLER, ARTHUR G., JR. *Project Management: A Study in Organizational Conflict.* 1:84

BYRNE, ROBERT F. See BOWEN, DONALD D.

CASHMAN, JAMES. See GRAEN, GEORGE

CECIL, EARL A., LARRY L. CUMMINGS, and JEROME M. CHERTKOFF. *Group Composition and Choice Shift: Implications for Administration.* 3:412

CHERTKOFF, JEROME M. See CECIL, EARL A.

COLLETTI, JEROME A. See SCHUSTER, JAY R.

CUMMINGS, LARRY L. See CECIL, EARL A.

DANIELS, JOHN D. *A Profile of Local Subsidiary Managers.* 4:695

DANSEREAU, FRED, JR. See GRAEN, GEORGE.

DAVIS, KEITH. *The Case for and Against Business Assumption of Social Responsibilities.* 2:312

FOREMAN, CHARLES. See GANNON, MARTIN J.

FOX, WILLIAM M. See HILL, WALTER H.

FREW, DAVID R. *Pollution: Can the People Be Innocent While Their Systems Are Guilty?* 3:527

GAEDEKE, RALPH M. See OLSON, DEAN F.

GANNON, MARTIN J., CHARLES FOREMAN, and KENNETH PUGH. *The Influence of a Reduction in Force on the Attitudes of Engineers.* 2:330

GHORPADE, JAI. *Organizational Ownership Patterns and Efficiency: A Case Study of Private and Cooperative Sugar Factories in South India.* 1:138

GOLEMBIEWSKI, ROBERT T., and ROBERT MUNZENRIDER. *Persistence and Change: A Note on the Long-Term Effects of an Organization Development Program.* 1:149

GRAEN, GEORGE, FRED DANSEREAU, JR., TAKAO MINAMI, and JAMES CASHMAN. *Leadership Behaviors As Cues to Performance Evaluation.* 4:611

GREEN, THAD B. *Some Unconventional Thoughts on Understanding Behavior.* 3:525

GREENE, CHARLES N. *An Evaluation of Bowen and Byrne's Interpretations.* 1:159

Academy of Management Journal
Volume 16
Index

AUTHOR INDEX

ADIZES, ICHAK, and J. FRED WESTON. *Comparative Models of Social Responsibility.* 1:112

ALBANESE, ROBERT. *Criteria for Evaluating Authority Patterns.* 1:102

ALTIMUS, CYRUS A., JR., and RICHARD J. TERSINE. *Chronological Age and Job Satisfaction: The Young Blue Collar Worker.* 1:53

ATHANASSIADES, JOHN C. *The Distortion of Upward Communication in Hierarchical Organizations.* 2:207

BEATTY, RICHARD W. *Blacks as Supervisors: A Study of Training, Job Performance, and Employers' Expectations.* 2:196

BEHLING, ORLANDO, and FREDERICK A. STARKE. *The Postulates of Expectancy Theory.* 3:373

BERGER, PHILIP K., and JOHN M. IVANCEVICH. *Birth Order and Managerial Achievement.* 3:515

BIRD, MONROE M. *Gains and Losses from an Open Line Program as Perceived by By-Passed Managers: A Case Study.* 2:325

BIRD, MONROE M. *Major Problem Areas as Perceived by Presidents of Small Manufacturing Firms: A Case Study.* 3:510

BOWEN, DONALD D., and ROBERT F. BYRNE. *Relationships Among Role Accuracy, Compliance, Performance Evaluation, and Satisfaction Within Managerial Dyads: Comment.* 1:157

BOWIN, ROBERT B. *Attitude Change Toward a Theory of Managerial Motivation.* 4:686

BRENNER, MARSHALL H., and NORMAN B. SIGBAND. *Organizational Communication —An Analysis Based on Empirical Data.* 2:323

BURROUGHS, WAYNE A., JACK B. ROLLINS, and JOHN J. HOPKINS. *The Effect of Age, Departmental Experience and Prior Rater Experience on Performance in Assessment Center Exercises.* 2:335

BUTLER, ARTHUR G., JR. *Project Management: A Study in Organizational Conflict.* 1:84

BYRNE, ROBERT F. See BOWEN, DONALD D.

CASHMAN, JAMES. See GRAEN, GEORGE

CECIL, EARL A., LARRY L. CUMMINGS, and JEROME M. CHERTKOFF. *Group Composition and Choice Shift: Implications for Administration.* 3:412

CHERTKOFF, JEROME M. See CECIL, EARL A.

COLLETTI, JEROME A. See SCHUSTER, JAY R.

CUMMINGS, LARRY L. See CECIL, EARL A.

DANIELS, JOHN D. *A Profile of Local Subsidiary Managers.* 4:695

DANSEREAU, FRED, JR. See GRAEN, GEORGE.

DAVIS, KEITH. *The Case for and Against Business Assumption of Social Responsibilities.* 2:312

FOREMAN, CHARLES. See GANNON, MARTIN J.

FOX, WILLIAM M. See HILL, WALTER H.

FREW, DAVID R. *Pollution: Can the People Be Innocent While Their Systems Are Guilty?* 3:527

GAEDEKE, RALPH M. See OLSON, DEAN F.

GANNON, MARTIN J., CHARLES FOREMAN, and KENNETH PUGH. *The Influence of a Reduction in Force on the Attitudes of Engineers.* 2:330

GHORPADE, JAI. *Organizational Ownership Patterns and Efficiency: A Case Study of Private and Cooperative Sugar Factories in South India.* 1:138

GOLEMBIEWSKI, ROBERT T., and ROBERT MUNZENRIDER. *Persistence and Change: A Note on the Long-Term Effects of an Organization Development Program.* 1:149

GRAEN, GEORGE, FRED DANSEREAU, JR., TAKAO MINAMI, and JAMES CASHMAN. *Leadership Behaviors As Cues to Performance Evaluation.* 4:611

GREEN, THAD B. *Some Unconventional Thoughts on Understanding Behavior.* 3:525

GREENE, CHARLES N. *An Evaluation of Bowen and Byrne's Interpretations.* 1:159

GRIMES, A. J., and S. M. KLEIN. *The Technological Imperative: The Relative Impact of Task Unit, Modal Technology, and Hierarchy on Structure.* 4:583

GUTTERIDGE, THOMAS G. *Predicting Career Success of Graduate Business School Alumni.* 1:129

HAND, HERBERT H., MAX D. RICHARDS, and JOHN W. SLOCUM, JR. *Organizational Climate and the Effectiveness of a Human Relations Training Program.* 2:185

HARRISON, FRANK. *Organizational Correlates of Perceived Role Performance at the University and College Level.* 2:227

HICKSON, DAVID J. See MCMILLAN, CHARLES J.

HILL, WALTER H., and WILLIAM M. FOX. *Black and White Marine Squad Leaders' Perceptions of Racially Mixed Squads.* 4:680

HININGS, CHRISTOPHER R. See MCMILLAN, CHARLES J.

HLAVACEK, JAMES D., and VICTOR A. THOMPSON. *Bureaucracy and New Product Innovation.* 3:361

HOLLOMAN, CHARLES R. *Characteristics of Interpersonal Relations in Municipal Government.* 4:691

HOPKINS, JOHN J. See BURROUGHS, WAYNE A.

HUNT, RAYMOND G., and IRA S. RUBIN. *Approaches to Managerial Control in Interpenetrating Systems: The Case of Government-Industry Relations.* 2:296

IVANCEVICH, JOHN M. See BERGER, PHILIP K.

JAMIESON, BRUCE D. *Behavioral Problems With Management by Objectives.* 3:496

KELLEY, LANE, and CLAYTON REESER. *The Persistence of Culture as a Determinant of Differentiated Attitudes on the Part of American Managers of Japanese Ancestry.* 1:67

KHANDWALLA, PRADIP N. *Effect of Competition on the Structure of Top Management Control.* 2:285

KHANDWALLA, PRADIP N. *Viable and Effective Organizational Designs of Firms.* 3:481

KLEIN, S. M. See GRIMES, A. J.

KLEIN, STUART M. *Geographical Impact on the Cognitions of New Factory Workers: A Comparative Factor Analysis.* 3:442

KLEIN, STUART M. *Pay Factors As Predictors to Satisfaction: A Comparison of Reinforcement, Equity, and Expectancy.* 4:598

KNUDSEN, BARRETT W. See MITCHELL, TERENCE R.

KRISHNAN, RAMA. *Business Philosophy and Executive Responsibility.* 4:658

LIDDELL, W. W. *Marginality and Integrative Decisions.* 1:154

LOVELAND, JOHN, ARTHUR WHATLEY, BARBARA RAY, and RICHARD REIDY. *An Analysis of the Readability of Selected Management Journals.* 3:522

MCMAHON, J. TIMOTHY, and G. W. PERRITT. *Toward a Contingency Theory of Organizational Control.* 4:624

MCMILLAN, CHARLES J., DAVID J. HICKSON, CHRISTOPHER R. HININGS, and RODNEY E. SCHNECK. *The Structure of Work Organizations Across Societies.* 4:555

MILLER, EDWIN L. *The International Selection Decision: A Study of Some Dimensions of Managerial Behavior in the Selection Decision Process.* 2:239

MINAMI, TAKAO. See GRAEN, GEORGE.

MINER, JOHN B. *The Management Consulting Firm as a Source of High-Level Managerial Talent.* 2:253

MITCHELL, TERENCE R. *Motivation and Participation: An Integration.* 4:670

MITCHELL, TERENCE R., and BARRETT W. KNUDSEN. *Instrumentality Theory Predictions of Students' Attitudes Towards Business and Their Choice of Business as an Occupation.* 1:41

MOAN, FLOYD E. *Does Management Practice Lag Behind Theory in the Computer Environment?* 1:7

MONCZKA, ROBERT M. See REIF, WILLIAM E.

MONCZKA, ROBERT M. See SEARFOSS, D. GERALD.

MUNZENRIDER, ROBERT. See GOLEMBIEWSKI, ROBERT T.

NEGANDHI, ANANT R., and BERNARD C. REIMANN. *Correlates of Decentralization: Closed and Open Systems Perspectives.* 4:570

NEWSTROM, JOHN W. See REIF, WILLIAM E.

NUTTING, HARTLEY T. *Academy of Management European Travel-Study Seminar, June 10-July 7, 1972.* 2:343

OLSON, DEAN F., and RALPH M. GAEDEKE. *The Role of the Alaskan Native Enterprise Manager: A Focal Point for Individual Stress and Community Conflict.* 2:347

ONDRACK, D. A. *Emerging Occupational Values: A Review and Some Findings.* 3:423

PERRITT, G. W. See MCMAHON, J. TIMOTHY.

PRUDEN, HENRY O. *The Upward Mobile, Indifferent, and Ambivalent Typology of Managers.* 3:454

PUGH, KENNETH. See GANNON, MARTIN J.

RAY, BARBARA. See LOVELAND, JOHN.

REESER, CLAYTON. See KELLEY, LANE.

REIDY, RICHARD. See LOVELAND, JOHN.

REIF, WILLIAM E., ROBERT M. MONCZKA, and JOHN W. NEWSTROM. *Perceptions of the Formal and the Informal Organizations: Objective Measurement Through the Semantic Differential Technique.* 3:389

REIMANN, BERNARD C. See NEGANDHI, ANANT R.

RICHARDS, MAX D. See HAND, HERBERT H.

ROBEY, DANIEL. See SMITH, ROBERT D.

ROGERS, EDWIN L. *The Need for a More Intensive Analysis of Union Organizing Campaigns: Comment.* 2:340

ROLLINS, JACK B. See BURROUGHS, WAYNE A.

RUBIN, IRA S. See HUNT, RAYMOND G.

SCHLENDORF, JOHN. See VESPER, KARL H.

SCHNECK, RODNEY E. See MCMILLAN, CHARLES J.

SCHUSTER, JAY R., and JEROME A. COLLETTI. *Pay Secrecy: Who is For and Against It?* 1:35

SCHWARTZ, MILTON M. See SHAAK, PHILIP C.

SEARFOSS, D. GERALD, and ROBERT M. MONCZKA. *Perceived Participation In the Budget Process and Motivation to Achieve the Budget.* 4:541

SHAAK, PHILIP C., and MILTON M. SCHWARTZ. *Uniformity of Policy Interpretation Among Managers in the Utility Industry.* 1:77

SHAPIRO, HARRIS JACK. See WAHBA, MAHMOUD A.

SHIRLEY, ROBERT C. *Analysis of Employee and Physician Attitudes Toward Hospital Merger.* 3:465

SIEGEL, JACOB P. *Machiavellianism, MBA's and Managers: Leadership Correlates and Socialization Effects.* 3:404

SIGBAND, NORMAN B. See BRENNER, MARSHALL H.

SLOCUM, JOHN W., JR. See HAND, HERBERT H.

SMITH, ROBERT D., and DANIEL ROBEY. *Research and Applications In Operations Management: Discussion of a Paradox.* 4:547

STARKE, FREDERICK A. See BEHLING, ORLANDO.

STOESS, ALFRED W. *Conformity Behavior of Managers and Their Wives.* 3:433

TANSIK, DAVID A. *Influences of Organizational Goal Structures Upon Participant Evaluations.* 2:265

TERSINE, RICHARD J. See ALTIMUS, CYRUS A., JR.

THOMPSON, VICTOR A. See HLAVACEK, JAMES D.

VESPER, KARL H., and JOHN SCHLENDORF. *Views on College Courses in Venture Initiation.* 3:519

WAHBA, MAHMOUD A., and HARRIS JACK SHAPIRO. *Managerial Assessment of Organizational Components.* 2:277

WESTON, FREDERICK C., JR. *Operations Research Techniques Relevant to Corporate Planning Function Practices: An Investigative Look.* 3:507

WESTON, J. FRED. See ADIZES, ICHAK.

WHATLEY, ARTHUR. See LOVELAND, JOHN.

WHITE, DONALD D. *Factors Affecting Employee Attitudes Toward the Installation of a New Management System.* 4:636

WHYBARK, D. CLAY. *Comparing An Adaptive Decision Model and Human Decisions.* 4:700

YOUSSEF, SAMIR M. *The Integration of Local Nationals into the Managerial Hierarchy of American Overseas Subsidiaries: An Exploratory Study.* 1:24

TITLE INDEX

Academy of Management European Travel-Study Seminar, June 10-July 7, 1972. HARTLEY T. NUTTING. 2:343.

Analysis of Employee and Physician Attitudes Toward Hospital Merger. ROBERT C. SHIRLEY. 3:465.

An Analysis of the Readability of Selected Management Journals. JOHN LOVELAND, ARTHUR WHATLEY, BARBARA RAY, and RICHARD REIDY. 3:522.

Approaches to Managerial Control in Interpenetrating Systems: The Case of Government-Industry Relations. RAYMOND G. HUNT and IRA S. RUBIN. 2:296

Attitude Change Toward A Theory of Managerial Motivation. ROBERT B. BOWIN. 4:686

Behavioral Problems With Management By Objectives. BRUCE D. JAMIESON. 3:496.

Birth Order and Managerial Achievement. PHILIP K. BERGER and JOHN M. IVANCEVICH. 3:515.

Black and White Marine Squad Leaders' Perceptions of Racially Mixed Squads. WALTER H. HILL and WILLIAM M. FOX. 4:680

Blacks As Supervisors: A Study of Training, Job Performance, and Employers' Expectations. RICHARD W. BEATTY. 2:196.

Bureaucracy and New Product Innovation. JAMES D. HLAVACEK and VICTOR A. THOMPSON. 3:361

Business Philosophy and Executive Responsibility. RAMA KRISHNAN. 4:658

The Case For and Against Business Assumption of Social Responsibilities. KEITH DAVIS. 2:312.

Characteristics of Interpersonal Relations In Municipal Government. CHARLES R. HOLLOMAN. 4:691

Chronological Age and Job Satisfaction: The Young Blue Collar Worker. CYRUS A. ALTIMUS, JR. and RICHARD J. TERSINE. 1:53.

Comparative Models of Social Responsibility. ICHAK ADIZES and J. FRED WESTON. 1:112

Comparing An Adaptive Decision Model and Human Decisions. CLAY D. WHYBARK. 4:700

Conformity Behavior of Managers and Their Wives. ALFRED W. STOESS. 3:433

Correlates of Decentralization: Closed and Open Systems Perspectives. ANANT R. NEGANDHI and BERNARD C. REIMANN. 4:570

Criteria for Evaluating Authority Patterns. ROBERT ALBANESE. 1:102

The Distortion of Upward Communication in Hierarchical Organizations. JOHN C. ATHANASSIADES. 2:207

Does Management Practice Lag Behind Theory in the Computer Environment? FLOYD E. MOAN. 1:7

The Effect of Age, Departmental Experience and Prior Rater Experience on Performance in Assessment Center Exercises. WAYNE A. BURROUGHS, JACK B. ROLLINS, and JOHN J. HOPKINS. 2:335

Effect of Competition on the Structure of Top Management Control. PRADIP N. KHANDWALLA. 2:285

Emerging Occupational Values: A Review and Some Findings. D. A. ONDRACK. 3:423

An Evaluation of Bowen and Byrne's Interpretations. CHARLES N. GREENE. 1:159

Factors Affecting Employee Attitudes Toward the Installation of a New Management System. DONALD D. WHITE. 4:636

Gains and Losses from an Open Line Program as Perceived by By-Passed Managers: A Case Study. MONROE M. BIRD. 2:325

Geographical Impact on the Cognitions of New Factory Workers: A Comparative Factor Analysis. STUART M. KLEIN. 3:442

Group Composition and Choice Shift: Implications for Administration. EARL A. CECIL, LARRY L. CUMMINGS, and JEROME M. CHERTKOFF. 3:412

Influences of Organizational Goal Structures Upon Participant Evaluations. DAVID A. TANSIK. 2:265

The Influence of a Reduction in Force on the Attitudes of Engineers. MARTIN J. GANNON, CHARLES FOREMAN, and KENNETH PUGH. 2:330

Instrumentality Theory Predictions of Students' Attitudes Towards Business and Their Choice of Business as an Occupation. TERENCE R. MITCHELL and BARRETT W. KNUDSEN. 1:41

The Integration of Local Nationals into the Managerial Hierarchy of American Overseas Subsidiaries: An Exploratory Study. SAMIR M. YOUSSEF. 1:24

The International Selection Decision: A Study of Some Dimensions of Managerial Behavior in the Selection Decision Process. EDWIN L. MILLER. 2:239

Leadership Behaviors As Cues To Performance Evaluation. GEORGE GRAEN, FRED DANSEREAU, JR., TAKAO MINAMI, and JAMES CASHMAN. 4:611

Machiavellianism, MBA's and Managers: Leadership Correlates and Socialization Effects. JACOB P. SIEGEL. 3:404

Major Problem Areas as Perceived by Presidents of Small Manufacturing Firms: A Case Study. MONROE M. BIRD. 3:510

The Management Consulting Firm as a Source of High-Level Managerial Talent. JOHN B. MINER. 2:253

Managerial Assessment of Organizational Components. MAHMOUD A. WAHBA and HARRIS JACK SHAPIRO. 2:277

Marginality and Integrative Decisions. W. W. LIDDELL. 1:154

Motivation and Participation: An Integration. TERENCE R. MITCHELL. 4:670

The Need for a More Intensive Analysis of Union Organizing Campaigns: Comment. EDWIN L. ROGERS. 2:340

Operations Research Techniques Relevant to Corporate Planning Function Practices: An Investigative Look. FREDERICK C. WESTON, JR. 3:507

Organizational Climate and the Effectiveness of a Human Relations Training Program. HERBERT H. HAND, MAX D. RICHARDS, and JOHN W. SLOCUM, JR. 2:185

Organizational Communication—An Analysis Based on Empirical Data. MARSHALL H. BRENNER and NORMAN B. SIGBAND. 2:323

Organizational Correlates of Perceived Role Performance at the University and College Level. FRANK HARRISON. 2:227

Organizational Ownership Patterns and Efficiency: A Case Study of Private and Cooperative Sugar Factories in South India. JAI GHORPADE. 1:138

Pay Factors As Predictors To Satisfaction: A Comparison of Reinforcement, Equity, and Expectancy. STUART M. KLEIN. 4:598

Pay Secrecy: Who is For and Against It? JAY R. SCHUSTER and JEROME A. COLLETTI. 1:35

Perceived Participation In the Budget Process and Motivation To Achieve the Budget. D. GERALD SEARFOSS, and ROBERT M. MONCZKA. 4:541

Perceptions of the Formal and the Informal Organizations: Objective Measurement Through the Semantic Differential Technique. WILLIAM E. REIF, ROBERT M. MONCZKA, and JOHN W. NEWSTROM. 3:389

Persistence and Change: A Note on the Long-Term Effects of an Organization Development Program. ROBERT T. GOLEMBIEWSKI and ROBERT MUNZENRIDER. 1:149

The Persistence of Culture as a Determinant of Differentiated Attitudes on the Part of American Managers of Japanese Ancestry. LANE KELLEY and CLAYTON REESER. 1:67

Pollution: Can the People Be Innocent While Their Systems Are Guilty? DAVID R. FREW. 3:527

The Postulates of Expectancy Theory. ORLANDO BEHLING and FREDERICK A. STARKE. 3:373

Predicting Career Success of Graduate Business School Alumni. THOMAS G. GUTTERIDGE. 1:129

A Profile of Local Subsidiary Managers. JOHN D. DANIELS. 4:695

Project Management: A Study in Organizational Conflict. ARTHUR G. BUTLER JR. 1:84

Relationships Among Role Accuracy, Compliance, Performance Evaluation, and Satisfaction Within Managerial Dyads: Comment. DONALD D. BOWEN and ROBERT F. BYRNE. 1:157

Research and Applications in Operations Management: Discussion of a Paradox. ROBERT D. SMITH and DANIEL ROBEY. 4:647

The Role of the Alaskan Native Enterprise Manager: A Focal Point for Individual Stress and Community Conflict. DEAN F. OLSON and RALPH M. GAEDEKE. 2:347

Some Unconventional Thoughts on Understanding Behavior. THAD B. GREEN. 3:525

The Structure of Work Organizations Across Societies. CHARLES J. MCMILLAN, DAVID J. HICKSON, CHRISTOPHER R. HININGS, and RODNEY E. SCHNECK. 4:555

The Technological Imperative: The Relative Impact of Task Unit, Modal Technology, and Hierarchy on Structure. A. J. GRIMES and S. M. KLEIN. 4:583

Toward a Contingency Theory of Organizational Control. TIMOTHY J. MCMAHON and G. W. PERRITT. 4:624

Uniformity of Policy Interpretation Among Managers in the Utility Industry. PHILIP C. SHAAK and MILTON M. SCHWARTZ. 1:77

The Upward Mobile, Indifferent, and Ambivalent Typology of Managers. HENRY O. PRUDEN. 3:454

Viable and Effective Organizational Designs of Firms. PRADIP N. KHANDWALLA. 3:481

Views on College Courses in Venture Initiation. KARL H. VESPER and JOHN SCHLENDORF. 3:519